



SUTTER COUNTY SYSTEM IMPROVEMENT PLAN (SIP)

11/1/04 – 10/31/05

Acknowledgments

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I. SIP Narrative

A. Identify Local Planning Bodies

Sutter County Child Protective Services (CPS) engaged several community partners for the Self-Assessment and System Improvement Plan (SIP). Work groups were formed to look at the County's demographic profile, public agency characteristics, outcome indicators and systemic factors. On May 13, 2004, the information was shared with community partners and their feedback was incorporated into the final report. (See Attachment A for Self-Assessment Project Agenda).

The following outlines some of the existing collaborations invited to the Sutter County Child Protective Services Self-Assessment Project Meeting:

- ***Family Intervention Team (FIT)*** which consists of individuals from local schools, Probation, CPS, Superior Court, Sheriff/Police, Mental Health, Public Health, District Attorney's Office, Children's System of Care, Employment Services, Human Services and parent partner. This group meets regarding families involved in Probation and Family Court to prevent or reduce the family's level of involvement with the Juvenile Justice System.
- ***Family Assistance Service Team (FAST)*** consists of manager, supervisor and line staff of the above list of agency. This group also meets weekly to consider the referrals on behalf of the Sutter County children who are at risk of out-of-home care. They screen internally those cases that may be appropriate for Sutter County's Children's System of Care.
- ***Yuba/Sutter Mental Health*** – Sutter County CPS works with a variety of partners within the Yuba/Sutter Mental Health Division. Mental Health Therapists, Children's System of Care, Adult Outpatient Clinical Services, First Steps and Psychiatrists are consulted to coordinate services to both adults and children who are involved with CPS and Probation.
- ***Multi-Disciplinary Interview Team*** which is collaboration between CPS, Law Enforcement, the District Attorney's Office, and when appropriate, Casa de Esperanza, a local women's shelter. Forensic interviews are held while other trained team members observe from another room in an attempt to keep victims of sexual and physical assault/abuse from being interviewed multiple times by different individuals.

- ***Other Partners*** included local city and county schools, Salvation Army, Children's Hope, Sutter County Parent Network, Board of Supervisors, local parent partners, Employment Services, Children's Home Society, Peach Tree Clinic, Friday Night Live, UC Davis Department of Pediatrics, California Department of Social Services, local foster parents, California State Adoptions, Yuba College, Church of Glad Tidings, Casa de Esperanza, Sutter County Counsel, Family Law Facilitator, YMCA, Sutter County Domestic Violence/Child Abuse Prevention Council and the County Administrator's Office.

Sutter County chose the following three (3) outcome indicators to prioritize and show measured improvement over the next year:

1. Outcome 2C – Timely Home Visits by Social Workers
2. Outcome 2A - Rate of Recurrence of Abuse/Neglect in Homes Where Children Were Not Removed
3. Outcome 1A & B – Recurrence of Maltreatment

The improvement measurement period will begin November 1, 2004 and end October 31, 2005.

On July 22, 2004, the information was shared with community partners and their feedback was incorporated into the final report. (See Attachment B for SIP Partnership Meeting Agenda).

- See Attachment C for list of organizations/individuals that were invited and/or attended the Self-Assessment and SIP Partnership Meetings.

B. Share Findings that Support Qualitative Change

Sutter County developed CWS/CMS Highlights specific to this County using the information available from UC Berkeley. Copies of this information were provided to the State of California in our Self-Assessment.

As this is the first year of our Self-Assessment and SIP no additional data collection techniques, family assessment, service delivery or case planning activities were completed. A survey was conducted with Sutter County's First Steps. First Steps is an outpatient drug recovery service for mothers in our community whose children are at-risk or have been removed from their home by CPS. We have developed specific milestones within the SIP to allow for additional data collection which may assist with further analysis of qualitative practices. Sutter County is not currently one of the Peer Quality Case Review (PQCR) counties.

C. Summary Assessment (Section V) of the Self-Assessment.

- See Attachment D for Sutter County's Summary Assessment (Section V) of the Self-Assessment.

II. SIP Plan Components

Approach: Sutter County will establish at least seven (7) work groups. The purpose of these groups is to incorporate the SIP strategies into an ongoing training schedule for direct service staff to increase compliance with the goals set for the year that are intended to reduce the risk to Sutter County's children and enhance services to our families. They will accomplish this by analyzing data, determining needs, making recommendations, implementing the action plan and monitoring and documenting the results of this evaluative Self Improvement Plan. See Attachment E for Workgroup Structure.

A. Priority #1 – Outcome 2C

1. Identify the outcome indicator or system factor being addressed in this component of the Plan.

- Timely Home Visits by Social Workers.

2. Briefly summarize your county's current performance on this outcome indicator or system factor using information gathered in the Self-Assessment process.

- According to the data supplied from the State in the January 2004, "California Child Welfare Services – Outcome & Accountability County Data Report", Sutter County does not meet the process measure standard of 90%. Therefore we must develop a SIP on this outcome. The following shows Sutter County's performance as measured in the January 2004 report:
 - April 2003 – 79.5%
 - May 2003 – 82.6%
 - June 2003 – 88.2%

On July 9, 2004, Sutter County received the July 2004, Outcome & Accountability County Data Report and it shows the above figures revised to the following:

- April 2003 – 92.0%
- May 2003 – 91.0%
- June 2003 – 93.2%

3. Identify improvement goals that are specific, achievable and measurable.

1. Review discrepancy of extraction of data by State and Safe Measures.
2. Increase compliance to a minimum of 90%.

4. List the strategies to be used to achieve the goals.

- A. Assess when and where State and Safe Measures pulls data from CWS/CMS.
- B. Analyze data to determine barriers in making timely home visits and/or entering contacts into CWS/CMS.
- C. Develop a consistent policy as to timing of monthly contacts and data entry into CWS/CMS.
- D. Determine how compliance is monitored and maintained within Sutter County.

5. Explain the rationale for the strategy: How the strategies will build on progress and improve this program/outcome area.

<i>Strategy</i>	<i>Rationale</i>
A & C	January 2004's Outcome Accountability Report indicates Sutter County is below the State's 90% performance measure. However, Safe Measures shows we are above the necessary rate. Determining why statistics are different between the two systems will allow the County to establish a policy consistent with the appropriate measure.
B	Identifying barriers to making timely visits and/or entering information will assist staff with overcoming such barriers and improve the performance rates.
D	Developing quality assurance tools will assist with improvement. It is important that systems are put in place that will monitor and maintain the compliance of revised policies thereby improving outcome area.

6. Identify the specific milestones and the timeframes in which the milestones will be achieved.

<i>Milestone</i>	<i>* Timeframe</i>
Determine Outcome 2C Workgroup's tasks and assign staff to analyze and implement improvement goals.	November 1, 2004
Identify where data is extracted within CWS/CMS.	December 15, 2004

Analyze the data for trends/patterns.	December 31, 2004
Determine “Training Needs Assessment Update” Workgroup’s tasks and assign staff to conduct needs assessment and make training topic recommendations.	March 1, 2005
Identify method to monitor compliance.	April 1, 2005
Deliver results of review and recommendations to Management Workgroup.	May 1, 2005
Deliver results of review and recommendations of Needs Assessment to Management Workgroup.	May 1, 2005
Develop identified trainings to CWS staff (new and existing staff).	May 30, 2005
Management approval of all recommended policies.	June 30, 2005
Implement monitoring methods on gathered statistics from State identified area of CWS/CMS.	August 1, 2005
Training of staff on all new adopted policies completed.	October 31, 2005
Develop reports to identify CWS staff not in compliance and corrective action plans.	Ongoing

✕ All dates represent milestone completion points.

- See Attachment F for Workgroup Assignments.

7. Discuss any additional system factors needing to be addressed that support the improvement plan goals.

- The Strategies and Rationales identified in the System Improvement Plan will correct system measures.

8. Describe education/training needs and any identified needs for technical assistance, and how these activities will help achieve these goals.

- Refresher training for CWS/CMS and additional time management will help with educating all CWS/CMS staff on system needs to advance to 90% compliance in this area.

9. Identify roles of other partners in achieving improvement goals.

- N/A

10. List any regulatory or statutory changes needed to support accomplishment of the improvement goals.

- No change necessary to accomplish improvement goals.

B. Priority # 2– Outcome 2A

1. Identify the outcome indicator or system factor being addressed in this component of the Plan.

- Rate of Recurrence of Abuse & Neglect for Children Not Removed.

2. Briefly summarize your county’s current performance on this outcome indicator or system factor using information gathered in the Self-Assessment process.

Currently, there appears to be no significant difference in the rate of recurrence of abuse or neglect. The abuse type of General Neglect in both Quarters 2 and 3 reviewed reveals the highest rate of substantiated referrals within Sutter County.

- Quarter 2 = 72.4%
- Quarter 3 = 64.5%

Probation:

Currently Probation meets the needs of Juvenile Court due to its collaborative efforts with community partners.

3. Identify improvement goals that are specific, achievable and measurable.

1. Reduce the rate of recurrence by earlier intervention in the Family Maintenance cases with moderate risk.
2. Improve delivery of services to families.
3. Expand services to families when possible.

Probation:

1. Maintain level of collaboration.
2. Seek additional ways to provide services through intervention methods and assessments.

4. List the strategies to be used to achieve the goals.

- A. Review cases that generated the statistics in Quarter 2, 3 and 4.
- B. Develop a review policy of all Family Maintenance and Family Reunification cases.

- C. Develop an indicator list of parental behaviors that derails the family's healthy progress in receipt of services.
- D. Increase family engagement; "buy in" to the case service plan.

Probation:

- E. Monitor siblings remaining in the home while client is in placement for abuse/neglect issues.

5. Explain the rationale for the strategy: How the strategies will build on progress and improve this program/outcome area.

<i>Strategy</i>	<i>Rationale</i>
A	Reviewing cases will allow staff to determine what event caused the statistic and if the event may have been avoidable. If avoidable, by what action or measure? This will also allow for the determination of commonalties and if the results were avoidable.
B	Reviewing cases using specific criteria and dates will allow for consistent analysis of the cases. Criteria will include setting specific requirements for Risk Assessment tool usage and other measures to increase safety to children.
C	Developing an indicator list will assist staff and families with identifying and overcoming barriers which will help improve a family's ability to complete case plan goals and internalize appropriate parenting strategies.
D	Fully engaged families are more likely to reunify and less likely to re-abuse children.
E	Monitoring by placement facilities and Juvenile Court should lessen incidence of abuse in the home of siblings.

6. Identify the specific milestones and the timeframes in which the milestones will be achieved.

<i>Milestone</i>	<i>* Timeframe</i>
Determine Outcome 2A Workgroup's tasks and assign staff to analyze and implement improvement goals.	November 1, 2004
Determine how cases will be reviewed. Identify results of review and commonalties.	January 1, 2005
Develop monitoring criteria for Probation cases. **	January 1, 2005
Develop recommendations for engagement of families for management approval.	April 1, 2005

Develop recommendation for placement facilities and Juvenile Court to monitor families. **	April 1, 2005
Determine from reviewed cases common indicators of distress that were exhibited by families that had instances of recurrence of abuse and neglect.	April 30, 2005
Deliver results of review and recommendations to Management Workgroup.	May 1, 2005
Deliver monitoring of Probation case recommendations to Management Workgroup. **	May 1, 2005
Determine review policy, necessary services and data elements to review based on information identified during case review process.	May 31, 2005
Develop and provide training to staff in new family engagement model and implement.	June 15, 2005
Develop and provide training to staff on new monitoring criteria for Probation cases and implement. **	June 15, 2005
Management approval of all recommended policies.	June 30, 2005
Determine from preliminary results of indicators, services currently provided that appear to need improvement.	July 31, 2005
Develop an Interagency Collaborative Workgroup to facilitate differential response and provide an avenue to engage community resources for families exiting the CWS System.	August 31, 2005
Develop training based on results of indicators, services currently provided that appears to need improvement.	August 31, 2005
Review evidence based practices for delivery of services not currently identified as existing. In addition, identify services available in the community not currently utilized.	September 15, 2005
Develop recommendations of primary, secondary and alternate services and guidelines for workers to tailor the appropriate services for each individual family.	September 30, 2005

Training of staff on all new adopted policies completed.	October 31, 2005
Begin Interagency Collaborative meetings.	November 15, 2005

* All dates represent milestone completion points.

** Probation SIP Milestones.

- See Attachment F for Workgroup Assignments.

7. Discuss any additional system factors needing to be addressed that support the improvement plan goals.

- There are no changes expected in our systemic factors at the implementation of Sutter County's System Improvement Plan (SIP). As we analyze cases and work with our Interagency Collaborative Workgroup we may identify a need to change some systemic factors.

8. Describe education/training needs and any identified needs for technical assistance, and how these activities will help achieve these goals.

- The Training Workgroup will develop and train staff on any changes identified by the Case Review and Interagency Collaborative Workgroups.

9. Identify roles of other partners in achieving improvement goals.

- Current community partnerships will be strengthened and improved to achieve goals identified as necessary to improve this Outcome Indicator. Workgroups, along with input from the community, will work on improvement goal strategies identified during this process. Additional partner participation is necessary to meet the milestones within the timeframes set forth in this document.

10. List any regulatory or statutory changes needed to support accomplishment of the improvement goals.

- The major kinds of assistance/resources that would assist Sutter County in achieving improvements needing assistance from the California State Department of Social Services (CDSS) would be the continuance of full funding for CWS and Probation services. In addition, it is imperative that CDSS fund Sutter County with a staff position that would be responsible for quality control and quality assurance in the data operation of the CWS/CMS system. Finally, the availability of more flexibility in claiming funds is identified by Sutter County as important.

Probation:

The State of California should provide Probation with a data collection program to accommodate the requirement to provide consistent data and to share information throughout the State.

C. Priority # 3– Outcomes 1A & B

1. Identify the outcome indicator or system factor being addressed in this component of the Plan.

- Recurrence of Maltreatment

2. Briefly summarize your county’s current performance on this outcome indicator or system factor using information gathered in the Self-Assessment process.

- A review of our County’s current performance will consider all factors with regard to this indicator and if such factors have a negative or positive response toward child safety risk and well-being. In addition, the ethnicity coding for some individuals is inconsistent.

3. Identify improvement goals that are specific, achievable and measurable.

1. Develop a plan to improve uniform coding for all individuals.
2. Determine if earlier intervention is possible.
3. Referral to community services.

4. List the strategies to be used to achieve the goals

- A. Develop policy/procedure for uniform coding of ethnicity and language codes.
- B. Review statistical data and identify cases to be reviewed.
- C. Determine what resources are available and how they can be accessed consistently by staff and families.

5. Explain the rationale for the strategy: How the strategies will build on progress and improve this program/outcome area.

<i>Strategy</i>	<i>Rationale</i>
A	Consistent coding will allow for better tracking of ethnic and primary languages to families. This will also allow for earlier access to appropriate language and cross-cultural awareness.
B	Review of cases and statistical data will assist with identifying lessons learned in providing services and interventions to families.

C	Being able to consistently identify and access resources available to families within the community will help with the delivery of services to families.
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6. Identify the specific milestones and the timeframes in which the milestones will be achieved.

<i>Milestone</i>	<i>* Timeframe</i>
Determine Outcome 1A & B Workgroup's tasks and assign staff to analyze and implement improvement goals.	November 1, 2004
Review statistical data and identify cases for review of services/interventions.	January 31, 2005
Analyze current policy of coding of client's ethnicity in CWS/CMS.	February 28, 2005
Develop criteria/protocol to decrease rates of maltreatment.	April 1, 2005
Deliver results of review and recommendations to Management Workgroup.	May 1, 2005
Develop policy changes as needed and make recommendation to Management Workgroup.	May 1, 2005
Develop and provide training to staff in new ethnicity coding.	June 15, 2005
Management approval of all recommended policies.	June 31, 2005
Develop training based on results of new criteria/protocol to decrease rates of maltreatment.	July 31, 2005
Review current resources.	July 31, 2005
Develop procedure for accessing/developing community resources.	October 31, 2005
Training of staff on all new adopted policies completed.	October 31, 2005
Beginning meeting with newly formed Interagency Collaborative Workgroup.	November 15, 2005

* All dates represent milestone completion points.

- See Attachment F for Workgroup Assignments.

7. Discuss any additional system factors needing to be addressed that support the improvement plan goals.

- Ethnic & Primary Language codes for Sutter County's large East Indian/Punjabi population is not available in CWS/CMS. Need to look at this systemic factor and develop a consistent coding policy in order to be able to study this

factor's impact on how we are providing services to this population.

8. Describe education/training needs and any identified needs for technical assistance, and how these activities will help achieve these goals.

- Identify staff with experience/expertise in areas such as parenting/child development. Provide training to staff and community partners in order to improve services to parents.
- Ensure that services such as Parent-Child Interaction Therapy (PCIT) and Multi-Dimensional Treatment Foster Care (MTFC) are readily available in community either by the service providers or trained staff contracted as service providers.

9. Identify roles of other partners in achieving improvement goals.

- Partners for funding – access to grant writing for services such as attorney to provide low/no cost legal advice for guardianship procedures/filing.
- Children and Families Commission – resource and referral center. Access information for existing program in Yolo County.

10. List any regulatory or statutory changes needed to support accomplishment of the improvement goals.

- None